

**“Building Institutions  
for Good Governance”**  
Local Government Support  
and Partnership Program

**Final Report  
December 31, 2005**

Prepared for:  
USAID/Jakarta – Office of Democratic and Decentralized Governance

January 31, 2006

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Under USAID Cooperative Agreement No.:  
497-A-00-00-00044-00

**“Building Institutions for Good Governance”  
Local Government Support and  
Partnership Program  
in Indonesia**

*USAID Final Report –December 31, 2005*

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## **I. INTRODUCTION**

ICMA's Building Institutions for Good Governance (BIGG) Program operates under USAID Strategic Objective 10: Decentralized, Participatory Local Government. To this end, it is designed to help USAID meet its four intermediate results (IRs):

- IR 1: Appropriate Environment Established to Enable Effective Local Government
- IR 2: Local Government Capacity Strengthened to Deliver Effective Services
- IR 3: Participation Increased in Local Government Decision-Making
- IR 4: Associations of Local Governments and Officials Established as Advocates

The following report presents the activities and results in the BIGG/LGSPP program.

## **II. MAJOR ACCOMPLISHMENTS THIS QUARTER**

### **A. Project Administration**

#### **A.1 Project Work plan**

No changes.

#### **A.2 Management**

No changes.

## B. Program Activities and Management – Progress and Highlights

### B.1 Exchange Schedule for Resource Cities Program – Indonesia

<b>Indonesian Local Government (s)</b>	<b>U.S. Partner</b>	<b>1<sup>st</sup> Exchange</b>	<b>2<sup>nd</sup> Exchange</b>	<b>3<sup>rd</sup> Exchange</b>	<b>4<sup>th</sup> Exchange</b>	<b>5<sup>th</sup> Exchange</b>	<b>6<sup>th</sup> Exchange</b>	<b>7<sup>th</sup> Exchange</b>
<b>City of Balikpapan, City of Samarinda, East Kalimantan</b>	<b>Tigard, Oregon</b>	1-5 March 2004	14-18 June 2004	10-14 Jan. 2005	11-15 April 2005	18-12 August 2005	26-30 Sept. 2005	<b>Final Conference 6-7 Dec. 2005</b>
<b>Regency of Berau, East Kalimantan</b>	<b>Port Angeles, Washington</b>	19-23 April 2004	4-8 Oct. 2004	6-10 Dec. 2004	14-18 Feb. 2005	9-13 May 2005	22-26 Aug. 2005	<b>Final Conference 6-7 Dec. 2005</b>
<b>City of Bitung, Regency of Sangihe, North Sulawesi</b>	<b>Coos Bay, Oregon</b>	29 March - 2 April 2004	21-25 June 2004	11-15 Oct. 2004	21-25 Feb. 2005	16-20 May 2005	19-23 Sept. 2005	<b>Final Conference 6-7 Dec. 2005</b>
<b>City of Solok, West Sumatra</b>	<b>Gresham, Oregon</b>	24-28 May 2004	30 August - 3 September 2004	12-17 Dec. 2004	18-22 Apr. 2005	18-22 July 2005	12-16 Sept. 2005	<b>Final Conference 6-7 Dec. 2005</b>
<b>City of Yogyakarta, DKI Yogyakarta, City of Bukittinggi, West Sumatra</b>	<b>Savannah, Georgia</b>	23-27 February 2004	21-25 June 2004	20-24 Sept. 2004	7-11 Mar. 2005	20-24 June 2005	22-26 Aug. 2005	<b>Final Conference 6-7 Dec. 2005</b>

Updates on the Resource Cities Program partnerships are presented below.

## **INNOVATIVE PRACTICES CONFERENCE**

The culmination of the Resource Cities Program was the final conference on “Improved Public Service Practices through Local Government Partnerships”, held on 6-7 December 2005 in Nusa Dua, Bali.

Resource Cities is a program that pairs up local governments from two countries for the purpose of exchanging information and sharing ideas in order to improve the quality of the lives of their citizens. The current round of partnerships between Indonesian and American local governments began at the beginning of 2004 and concluded with this conference in December 2005. After two years of work, the partnerships shared their results and achievements with their fellow Resource Cities participants.

The participants for the conference included representatives from each partner city and regency from Indonesia and the United States. Indonesian partnership cities included: City of Yogyakarta, City of Balikpapan, City of Samarinda, City of Bitung, City of Solok, City of Bukittinggi, Berau Regency, Sangihe Regency. The participating cities from the United States included: Tigard, OR; Savannah, GA; Gresham, OR; Port Angeles, WA; and Coos Bay, OR.

The conference will also brought delegates together for final workshops on sustainability among the Indonesian partners, education, water services and coastal resource management.

Presenters included:

Welcome & Opening from ICMA	Mr. Dennis Taylor, Director, International City/County Management Association
Words from United States Agency for International Development	Mr. Bill Frej Mission Director USAID – Indonesia
Words from the Ministry of Finance	Mr. Arlen Pakpahan, Department Head Ministry of Finance Government of Indonesia
Regency of Berau: Improving Drainage, Solid Waste and Education	Mr. Syamsul Abidin, Head Regency Planning Agency
City of Yogyakarta: Historical Preservation and Education	Mr. Syukri Fadholi Vice Mayor
City of Balikpapan: Water Management and Water Conservation Education	Mr. Sarjono, Head City Planning Agency

City of Bitung: Environmental Protection and Education	Mr. James Rompas, Head City Planning Agency
City of Samarinda: Water Management and Education	Mr. Ahmad Amins, Mayor
City of Solok: Water Services	Ms. Helmiyati, Head City Planning Agency
Regency of Sangihe: Improving Education and the Environment	Mr. Ferdinand Wenas, Head Regency Planning Agency

A summary of the final results of the partnerships are included below.

## ***Balikpapan - Samarinda - Tigard***

### **Description:**

#### **Water Management**

Samarinda and Tigard have been Resource Cities partners since 2001. During the first two years of this partnership, Tigard and Samarinda worked on double-entry accounting and performance-based budgeting. When Samarinda and Tigard were rewarded with an extension, they invited Balikpapan, a neighboring city and a former Resource Cities Program participant, to join the partnership. Balikpapan and Samarinda decided that providing water to their citizens was of top concern and the topic upon which they wished to focus during the partnership. Tigard, which has a well-earned reputation for strong water management skills, continues to be a perfect match for its Indonesian partners.

### ***Activities - Water:***

Although both cities desired to address the issue of water shortages and the pressing need to provide water to all their citizens, the two Indonesian partners chose to approach the issue from different angles. Balikpapan focused its efforts on water conservation by looking to reduce losses in the water system, while Samarinda chose to focus on improving the protection of its watershed. Both cities recognized the importance of including a public information component in their programs in order to gain the support of citizens and garner their assistance in addressing water scarcity issues. Both cities chose to implement their projects in a limited area so that they could more easily test the effectiveness of their initiatives and make improvements where needed. If successful, the cities will expand these improvements citywide.

In addition to the participation of Tigard's own city professionals, outside consultants were also invited to participate in the partnership. Consultants from Clean Water Services and Murray, Smith & Associates, Inc. regularly participated in exchanges held in Indonesia and the U.S. and contributed their services on a pro-bono basis. As a result of Tigard's good relationships with the education community, the Tigard-Tualatin School District and The Muslim Educational Trust were also active participants in the Resource Cities exchanges.

### Balikpapan

Balikpapan's goal is water conservation to improve clean water services for the city. The project was carried out in three test locations: the water treatment plant in Tritip, the Kampung Baru Kelurahan Baru Tengah neighborhood and the Bangun Reksa housing complex. The partners agreed that during the exchanges, they would concentrate on the following water conservation action plan steps:

- Inventory major system losses
- Conduct pressure zone analysis
- Replace leaking mains
- Ensure all connections are metered and identify illegal connections; implement meter testing
- Conduct large users' (commercial, industrial) water use audits
- Carry out public information program to customers
- Review and propose changes to laws and ordinances on theft reduction, performing audits for each class of customers

### Samarinda

Samarinda's goals are to protect the Karang Mumus stream and to protect and better utilize the water resources in the neighborhoods of Embung and Simpang Pasir. The partners agreed that during the exchanges, they would concentrate on the following watershed protection plan action steps:

- Inventory the existing facilities
- Develop an implementation plan
- Carrying out a water audit and evaluation
- Develop and implement a public information program
- Define watershed and water catchment areas
- Develop a profile of the Embung and Simpang Pasir "Block A" areas
- Construct a small reservoir in Embung and Simpang Pasir
- Monitor the water quality of the Karang Mumus stream and Embung and Simpang Pasir watersheds.

### ***Results- Water:***

#### Balikpapan

- As a result of the completed inventory, the City found illegal connections in Kelurahan Baru Tengah that were resulting in large losses of water.
- A pressure zone analysis was completed. Work is ongoing because the cause for the lack of pressure has not yet been identified.
- Leaking mains were replaced in the three project areas.
- Inaccurate meters were replaced in the three project areas.
- A draft of the mayoral decree to allow the Water Company to undertake large user audits was completed. It is awaiting approval by the mayor.
- Announcements and information on conservation were added to customer billing statements.

#### Samarinda

- An inventory of the Bengkuring residential area was completed.
- The implementation plan is underway.

- The audit and evaluation was completed.
- A public information program, included in customer billing statements, has begun.
- Monitoring of water quality was completed in Bengkuring.

#### ***Activities - Education:***

Education goals for both Balikpapan and Samarinda included designing a curriculum for children to raise awareness of the importance of clean water; increase teaching skills in new methodology and content on the water cycle; train elementary school teachers to stimulate public participation, especially students, on the topic of the water cycle; and introduce new teaching tools and visual aids.

#### ***Results – Education***

- Balikpapan elementary school teachers implemented new content and methodology in a live classroom setting.
- Samarinda elementary school teachers implemented new content and methodology in a live classroom setting.

## ***Berau - Port Angeles***

#### **Description:**

##### ***Drainage • Solid Waste • Environmental Education***

The Regency of Berau and the City of Port Angeles were new to the Resource Cities Program. The Nature Conservancy (TNC), a nongovernmental conservation organization that has worked in both Berau and the State of Washington, recommended that the two cities work together as a result of Port Angeles' firsthand experience in owning and operating stormwater systems and solid waste operations, as well as its full service engineering staff. Berau and Port Angeles were paired for a Resource Cities partnership because of their similarities: both are coastal port cities and have experience with the timber industry and its associated challenges for their communities. Thus, Port Angeles is in an ideal position to share its knowledge and experience with Berau. Berau and Port Angeles decided to focus on the areas of drainage and solid waste, with an additional focus on the education of young people.

#### ***Activities:***

*Drainage:* the objective was to design a program that would improve drainage in Berau without the city having to make a major capital investment. The drainage program was first piloted in a small section of town, where it was tested and adjusted.

*Solid Waste:* control of solid waste would directly improve the drainage system. The objective of this component of the program was to improve the removal of solid waste and to clean the city's streets, canals and public disposal areas.

*Education:* the partners developed a curriculum that stressed environmental protection and city beautification by training elementary school teachers in new curriculum and teaching methods. These classes were implemented at the elementary schools within the areas identified for the drainage and solid waste project. The education project provided assistance to elementary school teachers as well as supported the water and drainage projects undertaken by Berau's Departments of Public Works and City Affairs.



### ***Results:***

- The partnership completed an inventory of the problem locations within the solid waste collection's project area and identified solutions to each type of problem. As a result, changes were made to the garbage collection drop box, the shovels utilized for collection and garbage cart for collection in the narrow alleys. Additional needs were identified for future purchases, such as a tilt-up garbage truck, a garbage rear-loader/compactor truck, a roll-on/roll-off truck, and a vacuum truck for easy removal of silt and garbage material in the canals.
- New signs that show items banned from garbage collection drop boxes (where formally only the legal provision was listed on the signage, not the items) were approved and are scheduled for accomplishment in 2006 per work plan.
- Berau adopted suggested changes made by Port Angeles to its construction standards for the drainage projects (e.g. standard details, catchment basins, valve locations, pipe crossings and canal cross section changes to improve flow).
- A program was established for regular cleaning and maintenance of the drainage canals city-wide.
- The final design of the drainage project was completed. The project was awarded to the low responsible bidder. Construction is scheduled to commence in December 2005, with an expected completion time of 4 months, weather permitting.
- Port Angeles assisted in developing the budget and presentation for the approval process for the pilot projects that were presented to the City Council during one of the exchanges. As a result, Berau's legislative Council agreed to fund the 1.5 billion rupiah budget for Public Works to fix and maintain the drainage system. The Council also approved an additional 600 million rupiah budget proposed by City Affairs to fund operational expenditures in order to complete projects developed under the Resource Cities Partnership. Berau reported that this amount was approved as requested and was not reduced because the City Council had confidence that these funds would be dedicated to the program developed with Port Angeles under the Resource Cities partnership.
- A *Clean Berau* campaign was developed, which included a campaign kick-off party, public education outreach, posters, shirts, slogans, stickers and signage. The campaign was launched on 17 November 2005 in conjunction with National Health Day and Civil Service Anniversary Day. Banners were placed in strategic locations of the Regency to maximise exposure to the citizens.
- A Clean Berau neighborhood competition was held and a winner for the best neighborhood was selected through a formal scoring process. The winning neighborhood won a prize of Rp. 15,000,000. The prize money will help toward constructing a community meeting facility. Six neighborhoods were originally selected for the competition, but to the surprise Regency staff, four additional neighborhoods also participated.
- The partnership developed a *Clean Berau* logo which will be added to Berau's official letterhead.
- Port Angeles trained the Departments of Public Works and City Affairs on Capital Facility Program (CFP) budget development. Berau adopted portions of this CFP process in their budgeting process.

- Further funding for the *Clean Berau* program was approved under the 2006 budget. This included mapping, CFP, schedule of implementation, and formation of associated committees.
- Environmental protection curriculum was developed in the Indonesian and English languages for grades 4, 5 and 6 for three elementary schools located within the solid waste and drainage project areas.
- Six elementary school teachers were trained on the new content and methodology.
- Six elementary school teachers implemented this new methodology and content in a live classroom setting.

#### ***Unanticipated Results:***

- A private citizen of Port Angeles made a contribution of education supplies for the classrooms. The donated materials make up the three “traveling anti-litter kits” that are being used to teach the environmental lessons. The kits include visual aids and materials that can be re-used each time the lesson is taught.
- A second private citizen of Port Angeles made a contribution of English books. In June 2005, students from High School Plus in Berau received first, second, third and fourth place awards in an essay writing competition. Most of the students wrote about cleaning up their environment and solid waste management, using the donated materials.
- Berau received a grant from the Japanese Government to purchase five rear loading garbage collection trucks, contingent on the Regency coming up with the cost to transport them from Japan to Berau. This need and the specifications were identified during the Port Angeles – Berau partnership.

### ***Bitung - Sangihe - Coos Bay***

#### **Description:**

##### ***Environmental Protection • Education***

Bitung is fortunate to encompass a variety of significant tourism destinations, including Lembeh Strait, which has an abundance of exotic marine life, as well as several attractive beaches. Bitung has long been interested in using these assets to develop its fledgling tourism industry. Unfortunately, the environment in and near the city has suffered from unregulated, harmful local industrial practices, commercial fishing activities, and port operations, which have had a significant negative impact on marine life and the coastal zone. Sangihe, a neighboring regency, faces similar issues. The partners are looking for an equitable balance between their emerging tourism industry and the very real needs of their communities in terms of commercial activity, marine transportation and job creation through planned industrialization. As a port city that also faces these issues, Coos Bay can share its valuable experience with Bitung and Sangihe.

Bitung and Sangihe also realized the need to improve the English language skills of its citizens who would be servicing a future tourism industry and chose to accomplish this goal by focusing on improving the teaching methods of their current teachers.

#### ***Activities:***

*Environmental Protection:* in an effort to improve the environment, Bitung partnered over the past few years with other organizations, including the Coastal Resources Management Program (CRMP), a USAID-funded project, with whom it worked to develop a Marine Managed Area.

The Resource Cities Program supported the work undertaken by CRMP by providing assistance in those areas where CRMP did not have experience, particularly with the cities' role in integrated coastal management. Coos Bay invited the Coos Bay Port Authority, the University of Oregon's Institute of Marine Biology (OIMB) and South Slough Oregon National Estuarine Research Reserve to assist with the project. The Port Authority, OIMB and the Estuarine Reserve have provided staff on a pro-bono basis on exchanges to Indonesia and hosted events at exchanges in the United States.

*Education:* the Southwestern Oregon Community College provided pro-bono resources to assist the cities in building an effective core of English language teachers in Bitung and Sangihe's education system. The college provided training on new teaching methods and practices for the teachers, as well as providing supplemental English curriculum.

***Results:***

- The draft environmental legislation for the City of Bitung was completed and passed the Legal Department's review. The draft regulation now includes all of the coastal lands and coastal waters within the city's jurisdiction as per the recommendation of the Coos Bay delegates. The next step is for the draft to be discussed at a city council plenary session.
- Bitung developed a set of principles that will guide the regulations of the Marine Managed Area.
- Sangihe has completed a draft proposal for management of coastal resources, which they will also use as the basis for a draft regulation.
- The exchange brought representatives of key stakeholder groups as well as a key national government port project leader into the planning process.
- Contacts and information exchange were established between officials of Bitung and Sangihe. Ideas for future collaboration and exchange were introduced.
- A selected group of English high school teachers from Bitung and Sangihe were trained on new teaching methodologies.
- The teachers implemented this new methodology and content in a live classroom setting.
- Education materials and books were donated by private U.S. citizens to Bitung and Sangihe schools.

***Unanticipated Results:***

- As a result of one of the Coos Bay delegate's membership in the Rotary Club, Bitung and Sangihe were awarded a grant in the amount of \$11,428 designated to purchase school kits for about 500 underprivileged children in each city.
- Microscopes were donated to the participating high schools as class-room teaching aids by the Southwestern Oregon Community College.
- Books were donated to the participating high schools by a private US citizen.

## ***Solok - Gresham***

**Description:**

*Water Management*

Solok, a small community located on the island of Sumatra, is best known for the high quality and natural whiteness of its "Solok rice." Solok caught the attention of USAID because of its

proactive mayor and the city's good work on other USAID-funded programs. For this, they were recommended as a good partner for Gresham, a suburb of Portland. Gresham is recognized for its professional staff and active participation with its past Resource Cities partner.

Solok and Gresham decided to focus on water services management. Improving water services is a priority for Solok and one in which Gresham has much expertise. Solok's goal is to provide clean water to all of its citizens, with a long-term goal of providing potable water to the entire city. Another benefit of the partnership has been the attention paid to public health through activities in the community's schools and involvement of the public health officer.

#### ***Activities:***

Solok had already started undertaking the planning needed to improve its water system under another USAID-funded project, PERFORM. Building on the work already completed, Gresham assisted Solok with the next steps that the city had to take to reach its goal of providing clean water to all city residents.

Solok and Gresham worked through the various steps of their well-defined action plan. First, they identified how much water was needed to supply the city of Solok today, in 2008, and in 2013. They then estimated the project cost to incorporate into the corporate plan's capital project list and determined the ongoing operational costs, using a template created during the partnership. The partners determined how much revenue was available for each of the five initial capital projects and identified potential sources to fund the gaps between operational/capital costs and the revenues available. The cities have also outlined citizen involvement processes that can be used by Solok in determining its budget and project plan and the process that can be used from the time water is taken in through billing and collection. The final step in this action plan was to identify opportunities for cost savings in the water system operations and maintenance, as well as to monitor the improvements that were made.

#### ***Results:***

- The partnership prioritized capital projects and identified six to be undertaken in 2005.
- A template was created that was used to analyze five of the six capital projects including a description, timeframe, benefits, revenue calculation, operational cost calculation, capital cost calculation and total cost.
- Solok discovered the value of the template as a communication tool with the DPRD.
- The partners worked on a tariff rate increase which was approved by the Mayor and DPRD and has begun to be implemented.
- Work began on four of the six capital projects.
- Milestones were developed so that Solok will be able to monitor its progress, incorporating the long-term goal of potable water.
- The Solok Water Company (PDAM) staff was trained on leak management and the use of leak detection equipment.
- The participatory planning process already used in Solok was mapped out, allowing communication of the process to citizens and providing an example for the PDAM's use in its planning work.

#### ***Unanticipated Results:***

- Gresham presented leak detection equipment as a gift to the City of Solok.

## ***Yogyakarta – Bukittinggi - Savannah***

### ***Description:***

#### ***Historical Preservation • Tourism • Education***

Yogyakarta, a former capital of Indonesia, is a UNESCO World Heritage Site and home to the famous Borobudur Buddhist and Prambanan Hindu temples. As the center of Javanese culture and the linguistic capital of Indonesia, “Yogya” is a major tourist attraction for local and international tourists. Bukittinggi, also lays claim to being a former capital of Indonesia. The city attracts local and international visitors who wish to visit its old Clock Tower, the series of caves built during World War II, as well as to climb in the natural canyon.

Steeped in history and elegant symbols of the American south, Savannah was the perfect partner for Yogyakarta and Bukittinggi on account of its experience with tourism, well-known commitment to historical preservation and the high priority it places on education. Yogyakarta, Bukittinggi, and Savannah decided to focus on historical preservation and education as the main components of their Resource Cities partnership.

### ***Activities:***

Tourism & Historical Preservation: the three cities looked at several issues related to tourism and historical preservation, including providing training on cultural and historical programming and events, festival management and promotion; building new and stronger relationships with local hotels to engage their support for the cities’ tourism goals; and developing historic district guidelines in order to protect historic assets from overdevelopment. Exchanges were often scheduled around major festivals that were occurring in each city so that information could be shared about festival marketing, promotion and implementation

Education: Yogyakarta realized that workforce improvement was an integral part to improving its tourism industry. Early discussions led Savannah to introduce the Savannah Technical College to the partnership, which has since joined as a full-time partner. Staff from Savannah Tech regularly participated in exchanges held in Indonesia as well as the United States, and the four years of planning and work came to fruition: three community colleges in Yogyakarta opened their doors to students in late 2004 and early 2005. Even though the schools are now open, they continue to work with Savannah Technical College to improve other areas, such as curriculum development, how to manage a community college, and international certification.

### ***Results:***

- Three new community colleges opened to students in Yogyakarta, which will enhance the local workforce skills and opportunities for citizens and, ultimately, foster improved tourist relations and accommodations.
- Advanced training was provided for the community college staff and leaders to further improve the quality of their newly opened community colleges.
- A draft building and environmental design guideline was developed. This will serve as the recommendations to the city of Yogyakarta to regulate future development in the historic RS Gamelan neighborhood. The draft was developed at the initiative of a local non-governmental organization, The Jogja Heritage Society, which brought together key stakeholders, including local residents, members of the city council, city officials, members

of the Association of Architects, and members of Forum Yogya (an NGO). The guidelines will provide a basis of preserving historic neighborhoods throughout Yogyakarta.

## **B.2 Association Development**

During this last quarter, BIGG/LGSPP continued assistance to the associations in three key areas: advocacy, organizational management and member services.

### ***Advocacy and Policy Analysis***

#### **Policy Analysis and Advocacy towards Regulatory Changes:**

Under a cost-share agreement with VNG, BIGG commissioned short-term consultant Gabe Ferrazzi to undertake an analysis of elements of Law 32/2004 and PP 25 related to the policy objectives of the membership of APEKSI and BKPSI. The aim of the consultancy was to assist the associations in analyses to give immediate input to Ministry of Home Affairs officials as they conducted multidisciplinary workshop teams in the development of 24 content annexes for PP 25 (July – September 2005). The 24 annexes explicitly define and clarify the various governmental authorities (central, province, kota, kabupaten) in areas such as land use, mining, transport, etc.

Ferrazzi's analysis and recommendations were used to build understanding and consensus for a policy platform to be agreed upon by the four local government associations (executive and legislative) during a Policy Development Roundtable of members (funded by BIGG and held in Jakarta on October 24, 2005). The roundtable was attended by stakeholders from the Ministry of Home Affairs and other central agencies. At the workshop, MOHA officials demonstrated some conflicting opinions in dealing with the associations- some of whom were willing to give openings, albeit restricted. Other MOHA officials demonstrated a more rigid stance and were opposed to acknowledging the legitimacy of the associations as representatives of their member local governments. Following the roundtable, APEKSI continued work with the consultant on the regulations.

After more than four years of BIGG/LGSPP working on issues of policy development and advocacy with the associations, APEKSI appears to have developed a solid interest and some capacity to develop appropriate responses to the Ministry of Home Affairs and other stakeholders. Based on this demonstrated responsiveness and capacity at the roundtable, GTZ wants to assist the organization in working on support of a pilot project to monitor the Technical Working Group concept over a year period. This effort would be housed within APEKSI, but also would have ADEKSI and others involved based on their interest. The greatest barrier to success is in determining how the four associations will participate, how many policy issues can reasonably be dealt with, and what kind of financial support will be needed, either through regular revenues or with the assistance of donor sponsorship.

While APEKSI's secretariate and leadership clearly understands their critical role in advocacy, it will be some time before most members understand initiatives and efforts in this regard. That being said, when surveyed, the membership will often be quick to recognize that the most

important service provided by the association is to represent their interests within the intergovernmental framework that now exists. This is a huge mental shift from four years ago when the associations had little if any experience or understanding on what intergovernmental dialogue and debate was all about having been creatures of a centralized system.

### **Policy Analysis Training:**

To date, the associations' staffs have developed a clear understanding of the need to develop various policy statements in their advocacy work, as have association members. However, thus far, this technical capacity for policy analysis needs to be improved. To this end, BIGG/LGSPP conducted a 2-day workshop on public policy analysis for administrative staff of select local governments, and a 4-day workshop for secretariat staff of APEKSI and BKKSI, as well as for 4 staff of the Ministry of Finance in late November. Dr. Ralph Hambrick, Professor Emeritus, from Virginia Commonwealth University developed and delivered the workshops.

The workshops, using individual and group exercises, covered the steps in approaches to policy analysis including:

Problem Identification, Selection, and Definition;

Options Development;

Options Evaluation; and

Strategies for Policy Advocacy, Adoption, and Implementation.

While the association staff were engaged in the training, the consultant reported that there was still a tendency to assume that their policy ideas would work without the level of critical thinking and analysis that the workshop was intended to spell out and identify. Comments solicited from the local government training group, participants who had less previous exposure to policy analysis, were that such workshops needed to be provided for local governments throughout Indonesia to help the decision-making process.

### ***Organizational Management***

#### **Technical Assistance Support for the Associations' Financial Management Systems:**

One of LGSSP's long-term goals over the past four years of support has been to develop the financial management capacity of the associations' secretariats. This is a critical element of any sustainable organization. A desired impact of this continued training was to enable the associations to meet the demanding standards associated with financial management, program results reporting, as well as sound and transparent accounting standards as potential direct grant recipients of USAID and other international donors.

In June, independent consultant Debby Ferdiany (former CETRO Finance Manager) was contracted to provide direct technical assistance and training to the finance staff of APEKSI to ensure that they changed their financial management, accounting, banking, and reporting systems in a way that would comply with USAID policy for grantees.

In November, Ms. Ferdiany completed an assessment of both organizations, and produced a report on the status of implementation for each recommendation. Both associations have demonstrated an understanding of the importance of international financial management standards, however the leadership of APEKSI has made adoption of the recommendations a priority in recent quarters, with more than 2/3rds of the recommendations being implemented to date.

APEKSI staff has operationalized 70% of the financial management recommendations as follows:

- adopted 1 of 1 recommendations in Budgeting;
- adopted 14 of 18 recommendations in Financial Procedure and Internal Control;
- adopted 1 of 1 recommendations in Procurement;
- adopted 3 of 3 recommendations in Reporting;
- adopted 3 of 8 recommendations in Management Policies, 2 recommendations in process.

BKCSI staff has operationalized approximately 50% of the financial recommendations as follows:

- adopted 0 of 1 recommendations in Budgeting;
- adopted 8 of 14 recommendations in Financial Procedure and Internal Control;
- partially adopted 1 of 1 recommendations in Procurement;
- adopted 1 of 2 recommendations in Reporting;
- adopted 2 of 5 recommendations in Management Policies, 1 recommendation is in process.

As of August 2005, BKCSI manages a 2.3 billion rupiah fund received from UNDP in support of a Best Practices Adoption Project under the Partnership Governance Reform Program (program details described below under Institutionalized Best Practices.) As a result, some of the financial management practices that BKCSI has adopted only related to UNDP program funds and not for all sources of funds.

### ***Member Services***

**Development of an Association Code of Ethics:** Among important member services offered by many local government associations throughout the world is the promotion of standards of performance and conduct, often encapsulated in a Code of Ethics. Typically they define what is expected of an association member as they undertake the work of local government and public service. In the Indonesian context, there is a well-recognized and documented problem with corruption at all levels of government and throughout society. With the desire to have the membership and leadership of APEKSI and BKCSI provide guidance to its membership on expectations of an ethical code of behavior, in August LGSSP conducted two 1-day orientation workshops for members of the two executive associations to introduce the concept and to explore the desire to institute a Code for their respective organizations.

In November, an ICMA Ethics Specialist served as facilitator and content specialist for follow-up working meetings of APEKSI and BKCSI members who participated in the previous ethics



workshop. LGSP provided financial support and technical assistance for the 1-day *pokja* that centered on development of draft language for Indonesian-relevant Code of Ethics to be vetted by the two local government associations with the hopes of getting an endorsement by the membership and leadership.

BKCSI completed a draft Code that will be vetted with the regional offices and the Executive Board for completion. The Code will then be voted on for adoption by the full membership at their annual meeting slated for May 2006. The code addresses not only aspirations but behaviors such as:

- Demonstrate a commitment to engage citizens in decision making;
- Disclose personal finances accurately and completely, including campaign spending and sources;
- Provide accurate and complete information on public matters, including the budget;
- Abolish political interests in implementing public programs
- Give no favors to family or friends; and
- Have the courage to refuse any gifts related to one's authority as a public official.

APEKSI's *pokja* developed the following draft code:

1. APEKSI encourages the establishment of democratic, effective, efficient, and professional city governments, in achieving their objectives
2. APEKSI maintains honor, constructive and creative attitudes, and accountability in providing public services
3. In policy-making process, city government will be transparent, communicative, kind and respectful while maintaining good image and quality of public services
4. Refrain from intervening and discriminating professional policies that were made by staffs
5. APEKSI strongly encourage its members to refrain from accepting gifts/gratifications that might influence decision making and abusing public facilities; provide only accurate information and be responsible in performance of duties.
6. APEKSI strongly respects moral values and accountability in public services
7. APEKSI encourages its members to establish policies that directly satisfy people's needs, in a just and civilized manner, to accelerate improvement of people's welfare

This draft Code will be sent to members for endorsement after guidelines are established. The Ethics work group will meet in February 2006 to finalize code and guidelines, taking into account members' input and responses after dissemination in the newsletter. A formal vote and adoption of the Code will take place in subsequent months.

**Newly-Elected Officials Training:** Technical assistance support to the staff of APEKSI in the development of a detailed agenda, action plan, and budget for conducting the event in November with a target audience of 40 of approximately 60 new directly-elected executives who had not held local office previously.

With funding support from BIGG/LGSSP, the training event was held on November 24<sup>th</sup> with 31 participants (newly-elected mayors, vice mayors, and committee members), representing 18 cities or 62% of APEKSI's member local governments. The event titled "How To Manage City Government In the Era of Direct Elections" served as an excellent introduction and marketing opportunity to showcase to new members what types of services a local government association can provide. The workshop content presented:

- Opportunity for sharing experiences in local governance management.
- Opportunity for participants' to gain knowledge on ways to improve their city governance management strategies.
- Methods of gaining public input, in order to be responsible to the public and to work effectively with the media.
- Concepts on how to increase local revenue and to develop entrepreneurship method.

#### **Institutionalized Best Practice Publications and Dissemination:**

In late September, APEKSI published and disseminated their third in a series of member best practices highlighting the following cases:

- Broadening Streets Program – Jakarta Barat
- Public Street Light Management and a regional forum on innovative local government management – Yogyakarta
- Development Program using Participatory Planning and One-Stop Shop Services – Kendari
- Street Vendor Management; Eco-Friendly Mosquito Reduction; Reconstruction of Historic Area - Palembang
- Broadening Streets Program – Metro
- E-Procurement – Surabaya
- Local Economic Development through Aloe Vera Cultivation – Pontianak
- Participatory Development Model – Ternate

In Decemeber, BKKI published their second best practice document, highlighting:

- One Stop Shop Services – Solok Regency
- One Stop Shop Services – Jembrana Regency
- Urban Poverty Alleviation Program – Kendal
- Food Dense Work Program and Improved Community Health – Purbalingga Regency

Funding assistance was provided for the publications with attributions to USAID. The publications are being disseminated broadly throughout local governments and may be used in establishing Best Practice Transfer sites between member local governments.

As mentioned above, BKKSI's experience in best practice documentation and transfer through BIGG/LGSP's 4-year training and technical support has been recognized by UNDP's Partnership. BKKSI is currently implementing the Best Practice Adoption Project (Aug. 2005-Aug. 2006) which includes documenting best practices from 4 model local governments taken from the ICMA-sponsored Best Practice Manual. They will then provide information to 8 "receiver" regencies as a transfer. As a result, much of BKKSI's staff energies are focused on implementation of the UNDP project .

### **B.3 Coordination with Other Local Government Programs**

*The Nature Conservancy:* ICMA maintained contact with The Nature Conservancy for exchanges held between Berau, East Kalimantan and Port Angeles, Washington.

*CRMP:* ICMA coordinated work and meetings with CRMP on the Marine Managed Area project in Bitung, North Sulawesi.

*DAI:* ICMA coordinated work and meetings with DAI on the ESP with regard to water services work in Balikpapan, Berau and Solok.

*VNG International:* ICMA coordinated with VNG International to cost-share on a policy program as a follow up to the November 2004 seminar on Law 32: Impact on Local Governments. Consultant Gabe Ferrazzi's assessment began in August, continuing and completed in November. The Association Advisor also met with a VNG representative to discuss promotion and goals of a 4-association Roundtable which was held in October 2005.

### **C. Challenges/Issues of Concern Affecting Implementation and Actions Taken**

No challenges.

## **Annex 1: Results Matrix**

## ***Resource Cities Program - Partnership Activities Results Matrix I***

Goal: Develop the capacity of decentralized and participatory local governments and the organizations that represent them

Objective: To build local government management capacity for improved service delivery

Entries in **BOLD** = new this quarter

### ***Subobjective 1a: Provide practical tools and experiences – part 1***

	Conduct diagnostic to determine areas of needed improvement	Provide assistance and/or technical training in local government municipal management	Provide assistance and/or technical training in local government budget and finance	Management tools/techniques adopted by local government officials
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***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Balikpapan</b>	Completed during Round 1 of Resource Cities Program.	<ul style="list-style-type: none"> <li>• The delegates received training on interactive teaching methods in the area of science and environment</li> <li>• The delegates received training on how to carry out a water audit.</li> <li>• The delegates received training on community awareness for water conservation.</li> <li>• Four elementary school teachers trained in new methodology and content on clean water.</li> <li>• Teachers received training on new curriculum: Project Wet, Get the Oil Out</li> <li>• PDAM trained on water customer billing and how to develop a basic computerized system.</li> <li>• PDAM trained on process to look at water system in sections in order to isolate problems.</li> <li>• PDAM trained on using chlorine injection system</li> </ul>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• Inventory of major system losses completed for the Tritip, Kampung Baru, Kelurahan Baru Tengah areas and the Bangun Reksa housing complex in Balikpapan.</li> <li>• Pressure zone analysis completed for the Tritip, Kampung Baru, and Kelurahan Baru Tengah areas in Balikpapan</li> <li>• Leaking water mains replaced in the three project areas.</li> <li>• Inaccurate meters were replaced in the three project areas.</li> <li>• Public information campaign started, customer information included in billing statements.</li> <li>• Four elementary school teachers implemented new methodology and content in live classroom setting.</li> <li>• Balikpapan continued looking for water leaks as per system recommended by Tigard</li> <li>• Draft mayoral decree developed and submitted to gov't to allow PDAM to undertake large user audits.</li> </ul>

***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Berau</b>	Conducted and completed by Mr. Richard Townsend in January/February 2004.	<ul style="list-style-type: none"> <li>• Curriculum developed, in the Indonesian and English languages, on “Keep Berau Clean”.</li> <li>• Six elementary school teachers trained in new methodology and content on “Keep Berau Clean” lessons.</li> <li>• A presentation explaining the drainage / solid waste projects and their supporting budgetary needs was developed and presented at a formal Regency Council (DPRD) meeting.</li> <li>• Port Angeles provided technical advice for improving to current drainage systems: identification of canal flow problem areas, hydraulics study.</li> <li>• Port Angeles provided technical advice on methods to improving solid waste systems: prototype of improved garbage container, new garbage pick-up routes and garbage container placement sites.</li> <li>• Port Angeles provided technical advice on water pipe positions and pipe crossing construction.</li> <li>• Port Angeles provided technical feed back on flood basin calculations completed by local consultant.</li> <li>• Port Angeles provided technical assistance on methods of collection and the trash hauling route.</li> <li>• Port Angeles rewrote the 10 guiding principles which civil service workers are expected to embrace. Negative factors were rewritten to reflect a positive approach. Berau will review and determine if they are appropriate to adopt.</li> </ul>	<ul style="list-style-type: none"> <li>• Port Angeles trained Berau on capital facilities planning. Berau adopted portions of this CFP process into their budgeting process.</li> <li>• Port Angeles reviewed City Affairs CFP and suggested further improvements.</li> </ul> <p><u>Continued Results under Previous Column:</u></p> <ul style="list-style-type: none"> <li>• Six elementary school teachers trained in new curriculum and teaching methods on “Let’s Be Vocal” lessons.</li> <li>• Port Angeles provided further feed back on solid waste removal system.</li> </ul>	<ul style="list-style-type: none"> <li>• Six elementary school teachers implemented “Keep Berau Clean” curriculum and new methodology in classroom.</li> <li>• City Affairs presented a project to the Planning Agency using the CFP format. The Planning Agency has decided that they will adopt this new tool as well.</li> <li>• A waste disposal bin developed under the program, was completed and installed.</li> <li>• Six elementary school teachers implement “Let’s Be Vocal” curriculum and new methodology in classroom.</li> <li>• Berau completed final construction drawings developed by the partnership.</li> <li>• Partners completed final review of pipe relocation plan.</li> <li>• Implementation Plan for Clean Berau Campaign finalized.</li> </ul>

***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Bitung</b>	Completed during Round 1 of Resource Cities Program .	<ul style="list-style-type: none"> <li>• Bitung/Sangihe delegation received technical training in municipal watershed and marine environment protection and preservation; implementation of new learning resources in public schools; and public/private tourism sector marketing and promotion.</li> <li>• Five elementary school teachers trained in new curriculum and teaching methods on English as a Second Language.</li> <li>• Coos Bay provided training and technical advice on marine resource management.</li> <li>• Coos Bay provided technical training on bacteriological contributions, watershed issues, effect of tide gates, managing sediments, stormwater management environmental law and mangrove protection.</li> <li>• The Port of Portland authorities provided training on port management of run-off waters and filtering.</li> </ul>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• Four elementary school teachers implemented the ESL curriculum and new methodology in live classroom setting.</li> <li>• Bitung developed a set of principles that will guide the regulations of the marine managed area.</li> <li>• Bitung held a key stakeholder meeting for input into the marine managed area.</li> <li>• Draft environmental legislation for the City of Bitung was completed and passed the Legal Department's review. The draft is now ready to be forwarded to the city council.</li> </ul>



***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Bukittinggi</b>	Not applicable. City chosen as partner for Yogyakarta & Savannah based on their predetermined interest in Tourism.	<ul style="list-style-type: none"> <li>• Tourism technical training included: <ul style="list-style-type: none"> <li>- how to promote tourism</li> <li>- how to enter into partnerships with local businesses to promote tourism</li> <li>- festival management</li> </ul> </li> <li>• Community College technical training included: <ul style="list-style-type: none"> <li>- curriculum development</li> <li>- how to establish and manage a community college</li> </ul> </li> <li>• Savannah provided training on historical preservation guidelines.</li> <li>• Savannah Tech provided training on community college management, website design &amp; development and curriculum development.</li> <li>• Savannah provided training on issues of historic preservation: blending zoning codes, cooperating with local entities, including citizen opinion in decision making.</li> </ul>	Not applicable in Phase 2	

***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Samarinda</b>	Completed during Round 1 of Resource Cities Program .	<ul style="list-style-type: none"> <li>• The delegates received training on interactive teaching methods in the areas of science and environment</li> <li>• The delegates received training on how to carry out a water audit.</li> <li>• The delegates received training on inventory methods.</li> <li>• The delegates received training on community awareness for water conservation.</li> <li>• Four elementary school teachers trained in new methodology and content on clean water.</li> <li>• Teachers received training on new curriculum: Project Wet, Get the Oil Out</li> <li>• PDAM trained on water customer billing and how to develop a basic computerized system.</li> <li>• PDAM trained on process to look at water system in sections in order to isolate problems.</li> <li>• PDAM trained on using chlorine injection system.</li> </ul>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• An inventory of the existing facilities was completed.</li> <li>• A water audit and evaluation was completed for the Bengkuring residential area.</li> <li>• Water Quality was measured at Bengkuring.</li> <li>• Public information campaign started, customer information included in the billing statement.</li> <li>• Four elementary school teachers implemented new methodology and content in live classroom setting.</li> <li>• Terms of reference for hiring consulting service drafted.</li> <li>• Customer water use information converted into water audit was completed.</li> </ul>

***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Sangihe</b>	Not applicable. City was nominated by Bitung to join partnership extension with Coos Bay.	<ul style="list-style-type: none"> <li>• Bitung/Sangihe delegation received technical training in municipal watershed and marine environment protection and preservation; implementation of new learning resources in public schools; and public/private tourism sector marketing and promotion.</li> <li>• Coos Bay provided training and technical advice on marine resource management.</li> <li>• Three elementary school teachers trained in new curriculum and teaching methods on English as a Second Language.</li> <li>• Coos Bay provided technical training on bacteriological contributions, watershed issues, effect of tide gates, managing sediments, stormwater management environmental law and mangrove protection.</li> <li>• The Port of Portland authorities provided training on port management of run-off waters and filtering.</li> </ul>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• A management of coastal resources document was drafted by Sangihe as per prior training received by Coos Bay. This draft will be used as the basis for regulation.</li> <li>• Three elementary school teachers implemented new teaching methods in their classrooms.</li> </ul>

***Subobjective 1a: Provide practical tools and experiences – part 1***

	<b>Conduct diagnostic to determine areas of needed improvement</b>	<b>Provide assistance and/or technical training in local government municipal management</b>	<b>Provide assistance and/or technical training in local government budget and finance</b>	<b>Management tools/techniques adopted by local government officials</b>
<b>Solok</b>	Conducted and completed by Mr. Richard Townsend in January/February 2004.	<ul style="list-style-type: none"> <li>• Solok received training in rate modeling principles and retail cost-of-service.</li> <li>• Solok received training on including public participation in the decision making process.</li> <li>• Gresham provided training on the water billing system, from time water is taken in through billing and collection.</li> <li>• Gresham provided training on leak management including equipment use training.</li> <li>• Gresham provided training on how water is funded and a water system overview.</li> </ul>	<ul style="list-style-type: none"> <li>• Gresham provided training on how to conduct a financial analysis by project and how to present that information to other officials, including mayor, council members and citizens.</li> <li>• Gresham developed a template that was used to analyze five of the six capital projects which included a description, timeframe, benefits, revenue calculation, operational cost calculation and capital cost calculation. The value of the template as a communication tool with the DPRD and city residents was demonstrated.</li> </ul>	<ul style="list-style-type: none"> <li>• Solok identified 6 projects from the Corporate Plan scheduled for completion in 2005.</li> <li>• Solok developed a cost savings plan for the water system.</li> <li>• Solok used the financial analysis format to present 5 projects to the head of the city council.</li> <li>• Proposal to increase water tariff was approved by the mayor and DPRD. Implementation has begun.</li> <li>• Solok developed milestones by which it will monitor the progress, incorporating the long term goal of potable water.</li> </ul>
<b>Yogyakarta</b>	Completed during Round 1 of Resource Cities Program	<ul style="list-style-type: none"> <li>• Tourism technical training included: <ul style="list-style-type: none"> <li>- how to promote tourism</li> <li>- how to enter into partnerships with local businesses to promote tourism</li> <li>- festival management</li> </ul> </li> <li>• Community College technical training included: <ul style="list-style-type: none"> <li>- curriculum development</li> <li>- how to establish and manage a community college</li> </ul> </li> <li>• Savannah provided training on historical preservation guidelines.</li> <li>• Savannah Tech provided training on community college management, website design &amp; development and curriculum development.</li> <li>• Savannah provided training on issues of historic preservation: blending zoning codes, cooperating with local entities, including citizen opinion in decision making.</li> </ul>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• Three community colleges opened and offering courses to students.</li> <li>• A draft building and environmental design guideline was developed. This will serve as the recommendations to the city of Yogyakarta to regulate future development in the historic RS Gamelan neighborhood.</li> </ul>

***Subobjective 1a: Provide practical tools and experiences – part 2***

	<b>Budget and finance tools and/or techniques are applied in the local government</b>	<b>Improvements recognized in local government management and administration</b>	<b>Improvements recognized in local service delivery</b>	<b>Service delivery improvements presented as lessons learned/innovative practices</b>
<b>Balikpapan</b>	Not applicable to Phase 2	<ul style="list-style-type: none"> <li>• Previously undetected illegal water taps discovered.</li> <li>• PDAM adopted new methods for taking inventory, analysis of pressure zones.</li> </ul>	<ul style="list-style-type: none"> <li>• Illegal water connections in Kelurahan Baru Tengah that were resulting in large water losses was found and repaired.</li> <li>• Elementary school teachers implement new methodology and content in classroom.</li> <li>• Leaking mains were replaced in the three project areas.</li> <li>• Inaccurate meters were replaced in the three project areas.</li> <li>• Public announcements and information on conservation were added to customer billing statements.</li> </ul>	Partnership results were presented at Final Conference on December 6-7, 2005.

***Subobjective 1a: Provide practical tools and experiences – part 2***

	<b>Budget and finance tools and/or techniques are applied in the local government</b>	<b>Improvements recognized in local government management and administration</b>	<b>Improvements recognized in local service delivery</b>	<b>Service delivery improvements presented as lessons learned/innovative practices</b>
<b>Berau</b>	Not applicable to Phase 2	<ul style="list-style-type: none"> <li>• City Affairs and Public Works Departments started inter-departmental cooperation and coordination as a result of the drainage &amp; solid waste projects.</li> <li>• Work on clearing canals in test neighborhood began.</li> <li>• New solid waste container models were developed and placed.</li> <li>• The Regency Council approved the 1.5 billion rupiah funds requested in the 2005 budget for the Public Works department. Port Angeles was informed that the budget was approved in its entirety because the Council knew this money would be dedicated to works under the Resource Cities Program.</li> <li>• The Regency Council approved the 600 million rupiah funds requested in the 2005 budget for the City Affairs department. Port Angeles was informed that the budget was approved in its entirety because the Council knew this money would be dedicated to works under the Resource Cities Program.</li> <li>• The final design of the drainage project was completed. Work for the project was competed and was awarded to the low, responsible bidder. Work is set to begin in December 2005.</li> </ul>	<ul style="list-style-type: none"> <li>• Six elementary school teachers implement new methodology and content in classroom.</li> <li>• A prototype of an increased capacity public garbage container was built and installed.</li> <li>• A program was established for regular cleaning and maintenance of drainage canals city-wide.</li> <li>• The partnership completed an inventory of the problem locations within the solid waste collection's project area and identified solutions to each type of problem. As a result, changes were made to the garbage collection drop box, the shovels utilized for collection and garbage cart for collection in narrow alleys.</li> <li>• Impact of the program was evident, the neighborhoods chosen for this project are visibly cleaner.</li> <li>• Keep Berau Clean was visible in neighborhoods, banners were placed in strategic positions.</li> <li>• The Clean Berau campaign was launched on 11/17/05 in conjunction with National Health Day and Civil Service Anniversary Day.</li> <li>• A competition among neighborhoods to see which was cleaner was held, the winning neighborhood won Rp. 15,000,000</li> </ul>	Partnership results were presented at Final Conference on December 6-7, 2005.
<b>Bitung</b>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• The Area to be included in integrated coastal management plan was extended to include all coastal lands and waters within City limits as recommended by Coos Bay.</li> </ul>	<ul style="list-style-type: none"> <li>• High school English teachers are now using the new methodology and content in 3 high schools.</li> </ul>	Partnership results were presented at Final Conference on December 6-7, 2005.

***Subobjective 1a: Provide practical tools and experiences – part 2***

	<b>Budget and finance tools and/or techniques are applied in the local government</b>	<b>Improvements recognized in local government management and administration</b>	<b>Improvements recognized in local service delivery</b>	<b>Service delivery improvements presented as lessons learned/innovative practices</b>
<b>Bukittinggi</b>	Not applicable in Phase 2			
<b>Samarinda</b>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• New water inventory method adopted by PDAM.</li> <li>• Water audit and evaluation process adopted by PDAM</li> </ul>	<ul style="list-style-type: none"> <li>• Elementary school teachers implement new methodology and content in classroom.</li> <li>• Public information program included in customer billing statements was implemented.</li> </ul>	Partnership results were presented at Final Conference on December 6-7, 2005.
<b>Sangihe</b>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• Sangihe completed a draft proposal for management of coastal resources which will be used as the basis of a draft regulation</li> </ul>	<ul style="list-style-type: none"> <li>• High school teachers implement new methodology and content in classroom</li> </ul>	Partnership results were presented at Final Conference on December 6-7, 2005.
<b>Solok</b>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• The Head of the City Council gave the go-ahead for a rate increase proposal to be presented to the council. The rate increase was accepted and implementation begun.</li> <li>• Water leak detection equipment, donated by Gresham, was used to detect new leaks not previously known.</li> <li>• Six capital projects were identified and prioritized to be undertaken in 2005.</li> <li>• Solok Implemented the use of a financial template as a communication tool with the DPRD and city residents.</li> </ul>	<ul style="list-style-type: none"> <li>• Water leaks identified using new detection equipment and repaired.</li> <li>• Rehabilitation of 2 centrifugal pumps completed.</li> <li>• Work began on five of the six prioritized capital projects.</li> <li>• Implementation began for the water tariff rate increase</li> </ul>	Partnership results were presented at Final Conference on December 6-7, 2005.
<b>Yogyakarta</b>	Not applicable in Phase 2	<ul style="list-style-type: none"> <li>• City provided funding to local schools to open three community colleges.</li> </ul>	<ul style="list-style-type: none"> <li>• Community citizens started attending community college.</li> </ul>	Partnership results were presented at Final Conference on December 6-7, 2005.

***Subobjective 1b: Promote information sharing and public diplomacy***

	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>Balikpapan</b>	<ul style="list-style-type: none"> <li>Journalist Christiana Dwi attended two days of sessions held in Balikpapan during Exchange 1. Several articles about the program were published in the Tribun Balikpapan newspaper.</li> <li>TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</li> <li>An article about exchange 2 was included in the Oregonian, a state wide newspaper.</li> <li>An article about Exchange 3 was included in the Tribun Balikpapan (01.12.2005).</li> </ul>	<ul style="list-style-type: none"> <li>Journalist Christiana Dwi attended two days of sessions held in Balikpapan during Exchange 1. Several articles about the program were published in the Tribun Balikpapan newspaper.</li> <li>TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</li> <li>An article about the exchange 2 was included in the Oregonian, a state wide newspaper, the Portland Tribune and Tigard Times.</li> <li>An article about Exchange 3 was included in the Tribun Balikpapan (01.12.2005).</li> </ul>	<ul style="list-style-type: none"> <li>The consulting firms, Murray Smith Associates, Inc. and Clean Water Services joined Tigard and contributed human resources to all exchanges held under the auspices of the Resource Cities Program.</li> <li>Education materials donated by the Tigard-Tualitin School District to Samarinda and Balikpapan.</li> <li>Teachers from the Tigard-Tualitin School District joined the Tigard team as a resource.</li> <li>Samarinda and Balikpapan teachers received new curriculum: Project Wet, Get the Oil Out</li> </ul>
<b>Berau</b>	<ul style="list-style-type: none"> <li>Coverage of Exchange 1 was included in articles published in the Kaltim Post.</li> <li>Coverage of Exchange 2 was included in articles in the Peninsula Daily News and Peninsula Northwest</li> <li>Coverage of Exchange 3 was included in 2 articles in the Pro Kaltim daily (12.08.04).</li> <li>Coverage of Exchange 5 was included in the Kaltim Post (05.10.05)</li> <li>The local newspaper and Regency television station covered the Clean Berau campaign and the clean neighborhood challenge.</li> <li>The Port Angeles delegation was interviewed on local television on 1 December 2005.</li> <li>The Port Angeles delegation was interviewed by the Kaltim Post during a tour of a neighborhood work clean up effort during Exchange 7.</li> </ul>	<ul style="list-style-type: none"> <li>Coverage of Exchange 1 was included in articles published in the Kaltim Post.</li> <li>Coverage of Exchange 2 was included in articles in the Peninsula Daily News and Peninsula Northwest</li> <li>Coverage of Exchange 3 was included in 2 articles in the Pro Kaltim daily (12.08.04).</li> <li>Coverage of Exchange 5 was included in the Kaltim Post (05.10.05)</li> </ul>	<ul style="list-style-type: none"> <li>Education supplies donated by private U.S. citizen to Berau schools.</li> <li>Additional education supplies donated by private U.S. citizen to Berau schools.</li> <li>Books were shipped from Port Angeles to Berau for the local high school plus.</li> <li>Berau delegation was invited to visit construction site for building new high tech bridge</li> <li>Berau delegation was invited by public health officials to visit local hospital.</li> <li>Berau has received a grant from the Japanese Government to purchase five rear loading garbage collection trucks, contingent on the Regency coming up with the cost to transport them from Japan to Berau. This need and the specifications were developed by the Port Angeles – Berau partnership.</li> </ul>



***Subobjective 1b: Promote information sharing and public diplomacy***

	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>Bitung</b>	<ul style="list-style-type: none"> <li>• Mr. Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>• Coos Bay team provided a news release to all local/regional media – newspapers, radio and television – prior to exchange visit.</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>• Two TV news broadcasts by local/regional station (CBS affiliate), and a live interview by the staff at a local radio station. Other stations in the market ran news release provided by the Coos Bay team.</li> </ul>	<ul style="list-style-type: none"> <li>• Rotary Club presented school supplies for elementary schools. Exchange facilitated by Jon Richards, a Coos Bay delegate and member of a Rotary Club.</li> <li>• The University of Oregon's Institute of Marine Biology (OIMB) has joined Coos Bay and contributed pro-bono consultation to the Resource Cities Program.</li> <li>• The South Slough Oregon National Estuarine Research Reserve joined the Coos Bay team and contributed pro-bono consultation to the Resource Cities Program.</li> <li>• The Oregon Southwestern Community College joined Coos Bay and contributed pro-bono consultation to all exchanges held under the auspices of the Resource Cities Program.</li> <li>• Education supplies donated by private U.S. citizen to Bitung and Sangihe teachers.</li> <li>• Rotary Club approved a second grant for the purchase of education supplies for 500 Bitung and Sangihe elementary school students.</li> <li>• The Port of Portland authorities hosted the Bitung and Sangihe delegates and provided training on port management of run-off waters and filtering.</li> <li>• Microscopes were donated for class-room teaching aids by the Southwestern Oregon Community College.</li> </ul>
<b>Bukittinggi</b>	<ul style="list-style-type: none"> <li>• Article in local newspaper, the Savannah Morning News</li> <li>• Interview on Savannah Public TV station</li> <li>• Three articles about exchange 3 were included in local area newspapers</li> </ul>	<ul style="list-style-type: none"> <li>• Coverage of the exchange was published in the newspaper Singgalang.</li> <li>• Article in local newspaper, the Savannah Morning News</li> <li>• Three articles about exchange 3 were included in local area newspapers</li> </ul>	<ul style="list-style-type: none"> <li>• Savannah Technical College joined the city of Savannah and provided pro-bono consultants.</li> </ul>

***Subobjective 1b: Promote information sharing and public diplomacy***

	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>Samarinda</b>	<ul style="list-style-type: none"> <li>• Coverage of the exchange was included in articles published in the Kaltim Etam and Samarinda Pos.</li> <li>• TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</li> <li>• An article about the exchange was included in the Oregonian, a state wide newspaper.</li> <li>• An article about Exchange 3 was included in the Tribun Samarinda (01.13.2005).</li> <li>• 7 article regarding Exchange 5 in Kaltim Post from 9-11 August 2005.</li> </ul>	<ul style="list-style-type: none"> <li>• Coverage of the exchange was included in articles published in the Kaltim Etam and Samarinda Pos.</li> <li>• TV interview was and news at Portland Channel 8 TV interviewed Tigard's Mayor and the delegates.</li> <li>• An article about Exchange 2 was included in the Oregonian, a state wide newspaper, the Portland Tribune and Tigard Times.</li> <li>• An article about Exchange 3 was included in the Tribun Samarinda (01.13.2005).</li> </ul>	<ul style="list-style-type: none"> <li>• The consulting firms, Murray Smith Associates, Inc. and Clean Water Services joined Tigard and contributed human resources to all exchanges held under the auspices of the Resource Cities Program.</li> <li>• Education materials donated by the Tigard-Tualitin School District to Samarinda and Balikpapan.</li> <li>• Teachers of the Tigard-Tualitin School District participated in the exchanges.</li> <li>• Samarinda and Balikpapan teachers received new curriculum: Project Wet, Get the Oil Out</li> </ul>
<b>Sangihe</b>	<ul style="list-style-type: none"> <li>• Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>• Coos Bay team provided news release to all local/regional media – newspapers, radio and television – prior to exchange visit.</li> </ul>	<ul style="list-style-type: none"> <li>• Mr. Leopold Dalupe, Bitung's Director of Finance, two Coos Bay delegates, Rick Stevens and Jon Richards and ICMA program manager Carol Bartl were interviewed live on a 30 minute show simultaneously broadcast on a local television and radio station</li> <li>• Two TV news broadcasts by local/regional station (CBS affiliate), and a live interview by the staff at a local radio station. Other stations in the market ran news release provided by the Coos Bay team.</li> </ul>	<ul style="list-style-type: none"> <li>• The University of Oregon's Institute of Marine Biology (OIMB) joined Coos Bay and contributed human resources to the Resource Cities Program.</li> <li>• The South Slough Oregon National Estuarine Research Reserve joined the Coos Bay team and contributed human resources to the Resource Cities Program.</li> <li>• The Oregon Southwestern Community College joined Coos Bay and contributed human resources to all exchanges held under the auspices of the Resource Cities Program.</li> <li>• Education supplies donated by private U.S. citizen to Bitung and Sangihe teachers.</li> <li>• Rotary Club approved a second grant for the purchase of education supplies for 500 Bitung and Sangihe elementary school students.</li> <li>• The Port of Portland authorities hosted the Bitung and Sangihe delegates and provided training on port management of run-off waters and filtering.</li> <li>• Microscopes were donated for class-room teaching aids by the Southwestern Oregon Community College.</li> </ul>
<b>Solok</b>	<ul style="list-style-type: none"> <li>• Coverage of the exchange was included in articles in the Mimbar Minang daily newspaper and the Singgalang daily newspaper</li> <li>• Coverage of Exchange 4 was included in the Daily Journal Commerce (05.27.2005)</li> </ul>	<ul style="list-style-type: none"> <li>• Coverage of the exchange was included in articles in the Mimbar Minang daily newspaper and the Singgalang daily newspaper</li> <li>• Coverage of Exchange 4 was included in the Daily Journal Commerce (05.27.2005)</li> </ul>	<ul style="list-style-type: none"> <li>• Water lead detection equipment was given as a gift to the city of Solok from the city of Gresham.</li> </ul>

<b><i>Subobjective 1b: Promote information sharing and public diplomacy</i></b>			
	<b>Press release produced and disseminated, and/or media contacted</b>	<b>Exchange event(s) covered in the media</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>
<b>Yogyakarta</b>	<ul style="list-style-type: none"> <li>• Article in local newspaper, the Savannah Morning News</li> <li>• Interview on Savannah Public TV station</li> <li>• Delegation featured on local TV channel.</li> <li>• Delegation introduced in brochure for Asian Festival (circulation 200,000 over a 250 mile radius)</li> <li>• Coverage of Exchange 5 was included in Kompas Edisi Jogja on June 21, in The Jakarta Post on June 22, 2005 in Kompas Edisi Jogja on June 23, 2005 and Kompas Edisi on June 24, 2005.</li> </ul>	<ul style="list-style-type: none"> <li>• The exchange and MOU signing ceremony were covered in articles in the local newspapers Kedaulatan Rakyat, Kompas and Bernas</li> <li>• Article in local newspaper, the Savannah Morning News.</li> <li>• Delegation featured on local TV channel.</li> <li>• Delegation introduced in brochure for Asian Festival (circulation 200,000 over a 250 mile radius)</li> <li>• Coverage of Exchange 5 was included in Kompas Edisi Jogja on June 21, in The Jakarta Post on June 22, 2005 in Kompas Edisi Jogja on June 23, 2005 and Kompas Edisi on June 24, 2005.</li> </ul>	<ul style="list-style-type: none"> <li>• Yogyakarta Heritage Society (NGO) participated in the exchanges and was given a role in the partnership.</li> <li>• Delegation met with representatives of the local Chamber of Commerce and the Film Board.</li> </ul>

***Subobjective 1c: Promote sustainable partnerships***

	<b>Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships</b>	<b>Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>	<b>Increase opportunities for regional networking and mutual understanding of common issues</b>
<b>Balikpapan</b>	<ul style="list-style-type: none"> <li>Progress was made during the exchange on the web page and virtual classroom concept.</li> </ul>		<ul style="list-style-type: none"> <li>Portland State University participated in the exchange</li> <li>The Moslem Educational Trust participated in the exchange.</li> </ul>	<ul style="list-style-type: none"> <li>A private consulting firm, Murray, Smith &amp; Associates, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Balikpapan's water project.</li> <li>A private consulting firm, Clean Water Services, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Balikpapan's water project.</li> </ul>
<b>Berau</b>	<ul style="list-style-type: none"> <li>Email contact is sustained between SMK Plus high school and Port Angeles' education consultant.</li> </ul>	<ul style="list-style-type: none"> <li>SMA Plus high school received 1<sup>st</sup>, 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> place in an essay writing competition. Most of the students wrote about cleaning up their environment and waste management, using materials that Port Angeles provided to the school.</li> </ul>	<ul style="list-style-type: none"> <li>Education supplies donated by private U.S. citizen to Berau schools.</li> </ul>	

***Subobjective 1c: Promote sustainable partnerships***

	<b>Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships</b>	<b>Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>	<b>Increase opportunities for regional networking and mutual understanding of common issues</b>
<b>Bitung</b>	<ul style="list-style-type: none"> <li>At ORCO TECH (North Bend), the delegates were given Internet access and learned to develop their personal email account at Yahoo. Delegates also were instructed in information search techniques by ORCO TECH staff and by the library director at the Oregon Institute of Marine Biology (OIMB).</li> </ul>		<ul style="list-style-type: none"> <li>Rotary Club presented school supplies for elementary schools. Exchange facilitated by Jon Richards, a Coos Bay delegate and member of a Rotary Club.</li> <li>The University of Oregon's Institute of Marine Biology (OIMB) joined the Coos Bay team and contributed human resources to the Resource Cities Program.</li> <li>The South Slough Oregon National Estuarine Research Reserve joined the Coos Bay team and contributed human resources to the Resource Cities Program.</li> <li>Education materials were donated by private US citizens.</li> <li>As a result of one of the Coos Bay delegate's membership in the Rotary Club, Bitung was awarded a second grant in the amount of \$11,428, to be shared with partner regencySangihe, designated to purchase school kits for about 500 disadvantaged children.</li> </ul>	<ul style="list-style-type: none"> <li>Staff at OIMB and South Slough Research Reserve engaged in a question/answer information exchange with delegation about marine environment and environmental protection issues common to the Pacific Ocean and the ocean/land interface.</li> <li>Staff of Port of Portland sponsored a visit and training at the Port.</li> <li>Contacts and information exchange were established between officials of Bitung and Sangihe. Ideas for future collaboration and exchange were introduced.</li> </ul>
<b>Bukittinggi</b>				
<b>Samarinda</b>	<ul style="list-style-type: none"> <li>Progress was made during the exchange on the web page and virtual classroom concept.</li> </ul>		<ul style="list-style-type: none"> <li>Portland State University participated in the exchange</li> <li>The Moslem Educational Trust participated in the exchange.</li> </ul>	<ul style="list-style-type: none"> <li>A private consulting firm, Murray, Smith &amp; Associates, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Samarinda's water project.</li> <li>A private consulting firm, Clean Water Services, Inc., contributed the services of one of its consultants, who traveled to Indonesia, to assist with Samarinda's water project.</li> </ul>

***Subobjective 1c: Promote sustainable partnerships***

	<b>Provide computer hardware, software, e-mail accounts, and training for Indonesian local government officials to improve sustained peer communications and partnerships</b>	<b>Peer-to-peer consultation continues a). past the official term of the partnership and/or, b). peers informally exchange information in technical areas over and above the MOU content</b>	<b>Facilitation of supplemental public exchanges and contributions (e.g., Rotary Club)</b>	<b>Increase opportunities for regional networking and mutual understanding of common issues</b>
<b>Sangihe</b>	<ul style="list-style-type: none"> <li>At ORCO TECH (North Bend), the delegates were given Internet access and learned to develop their personal email account at Yahoo. Delegates also were instructed in information search techniques by ORCO TECH staff and by the library director at the Oregon Institute of Marine Biology (OIMB).</li> </ul>		<ul style="list-style-type: none"> <li>The University of Oregon's Institute of Marine Biology (OIMB) joined the Coos Bay team and contributed human resources to the Resource Cities Program.</li> <li>The South Slough Oregon National Estuarine Research Reserve joined the Coos Bay team and contributed human resources to the Resource Cities Program.</li> <li>Education materials were donated by private US citizens</li> <li>As a result of one of the Coos Bay delegate's membership in the Rotary Clug, Sangihe was awarded \$11,428, to be shared with partner city Bitung, designated to purchase school kits for about 500 disadvantaged children.</li> </ul>	<ul style="list-style-type: none"> <li>Staff at OIMB and South Slough Research Reserve engaged in a question/answer information exchange with delegation about marine environment and environmental protection issues common to the Pacific Ocean and the ocean/land interface.</li> <li>The Director of OCEAN (Oregon Coastal Environmental Awareness Network) participated as a delegate representing Coos Bay.</li> <li>Staff of Port of Portland sponsored visit and training to Port.</li> <li>Contacts and information exchange were established between officials of Bitung and Sangihe. Ideas for future collaboration and exchange were introduced.</li> </ul>
<b>Solok</b>			<ul style="list-style-type: none"> <li>Gresham arranged for Solok to meet the Director of Health for Portland plus visit two health clinics</li> <li>Solok received an in-kind contribution of leak detection equipment by the City of Gresham.</li> </ul>	
<b>Yogyakarta</b>	Jogya Heritage Society maintains email contact with the Historical Preservation Officer of Savannah.		<ul style="list-style-type: none"> <li>Jogyakarta Heritage Society (NGO) participated in the exchanges and was given a role in the partnership.</li> <li>Delegation met with representatives of the local Chamber of Commerce, organizers of the Savannah Film Festival and the Savannah Music Festival.</li> </ul>	<ul style="list-style-type: none"> <li>Contacts and information exchange were established between officials of Yogya and Bukittinggi.</li> </ul>

## ***Association Capacity-Building Activities Results Matrix II***

Goal: Develop the capacity of decentralized and participatory local governments and the organizations that represent them

Objective: To establish effective, representative, and independent local government associations

Entries in **BOLD** = new this quarter

### ***Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Train and/or assist association leadership and staff in advocacy concepts and techniques	8 of 4 targets met	<ul style="list-style-type: none"> <li>• Assisted in formulation of position statement on Laws 22 &amp; 25 for APEKSI, APKASI, APPSI (June 2001)</li> <li>• Introduced advocacy concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Staff trained in Technologies of Participation (facilitation and consensus building skills) (Oct. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Staff trained in Technologies of Participation (facilitation and consensus building skills) (Oct. 2003) (APEKSI, APKASI, APPSI)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Train and/or assist association leadership and staff on formal and informal avenues for advocacy at the national level	6 of 4 targets met	<ul style="list-style-type: none"> <li>• Assisted in formulation of position statement on Laws 22 &amp; 25 for APEKSI, APKASI, APPSI (June 2001)</li> <li>• Introduced advocacy concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Sponsorship of 4 association coalition workshop and consultant to develop policy paper in response to Law 22/99 revision (Dec. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Technical assistance: Policy analysis re: position statements for PP 24 and annexes (Sept. 2005) (APEKSI, BKKSI)</li> </ul>



<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Train and/or assist association leadership in establishing a process to develop policy positions and arguments	9 of 4 targets met	<ul style="list-style-type: none"> <li>• Introduced policy committee concepts and techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• Model POKJA: Local government working group on performance based budgeting policy issues. (June. 2003) (APEKSI, APKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Staff trained in Technologies of Participation (facilitation and consensus building skills) (Oct. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Technical assistance: Policy analysis re: position statements for PP 24 and annexes (Sept. 2005) (APEKSI, BKKSI)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Train and/or assist association in understanding various methods of obtaining membership participation and/or input in advocacy positions	8 of 4 targets met	<ul style="list-style-type: none"> <li>• Introduced concepts/techniques during 1<sup>st</sup> LOC exchange (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Advocacy &amp; Coalition Building (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Staff “credentialed” in advocacy skills: strategy development, staffing policy committees, mobilizing, and instructing members on advocacy (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Executive directors and board members instructed on the elements of a legislative strategy development plan/process that includes membership participation during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Member workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Technical assistance: Policy analysis and recommendations on policy group process (Sept. 2005) (APEKSI, BKKSI)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Association advocates at the national level	7 of 3 targets met APEKSI 8 of 3 targets met APKASI	<ul style="list-style-type: none"> <li>• APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001)</li> <li>• APKESI and APKASI present position statements on Law 22 &amp; 25 before Komisi II (March 2002)</li> <li>• APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs before Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send joint letter to president on local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI conduct joint press conference announcing policy position statement on revision of Law 22/99, and presented policy before Ministry of Home Affairs officials (Dec. 11, 19 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</li> <li>• APEKSI leadership provides input on revision of PP25/00 to MOHA and Minister Ma'ruf, and input on land use to National Land Use Board (BPN) and Vice Deputy DPD (April/May 2005)</li> <li>• BKKSI provides input to central government on Law 32/04 element regarding intergovernmental cooperation (May 2005)</li> <li>• BKKSI &amp; APEKSI participate in MOHA workshops regarding revision of PP 24 and annexes (Sept. 2005)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Association identifies key coalition partners (single issue or standing coalitions)	8 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI identify and list potential coalition partners during Advocacy &amp; Coalition Building Workshop (Dec. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Entire Boards of APEKSI, APKASI, APPSI held first tripartite coalition meeting addressing Law 22 (Jan. 2002)</li> <li>• APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002)</li> <li>• APEKSI Board establishes "formulation team" with APKASI, ADEKSI, ADKASI representation to determine steps necessary to develop position on land use reform based on decentralization principles. (May 2003)</li> <li>• APEKSI and APKASI membership at their annual meetings formally authorize the establishment of a 4-association coalition to work with ADEKSI &amp; ADKASI for a policy statement and strategy on advocating on revision of Law 22/99. Following the meeting, such policy statement was developed and is to be used as the base document for advocacy activities of all 4 associations. (August/September 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99. (Nov, Dec 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI formalize their advocacy coalition with the formulation of the Association Forum (Jan. 2004)</li> <li>• APEKSI takes lead to facilitate Association Roundtable on coalition position regarding PP 24. (Oct. 2005)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Association conducts advocacy activities as part of a coalition	9 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI, ADEKSI, APKASI and ADKASI build advocacy coalition and jointly present positions on revision of Law 22 in 4 separate meetings before the PKB, Reform, PPP, and Golkar Fractions (Feb. 2002)</li> <li>• APKESI, APKASI, APPSI, ADEKIS, ADKASI present united position before the Ministry of Home Affairs meeting addressing draft PP to regulate, evaluate, dissolve the associations (Nov. 5, 2002)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs with Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send letter to president on local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI and APKASI membership at their annual meetings formally authorize the establishment of a 4-association coalition to work with ADEKSI &amp; ADKASI for a policy statement and strategy on advocating on revision of Law 22/99. Following the meeting, such policy statement was developed and is to be used as the base document for advocacy activities of all 4 associations. (August/September 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99. (Nov, Dec 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> <li>• APEKSI facilitates Association Roundtable on coalition position regarding PP 24. (Oct. 2005) (APEKSI, BKKSI, ADEKSI, ADKASI)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Association policy developed using membership participation/input	4 of 2 targets met APKASI 3 of 2 targets met APEKSI	<ul style="list-style-type: none"> <li>• Association vets policy position statement on revision of Law 22 before full membership at National Working Meeting and receives input and approval (May 2002) (APKASI)</li> <li>• APKASI and 9 member regencies present position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002)</li> <li>• APEKSI membership participate in policy development and issue identification teams during their annual meeting. (August 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI hold joint working meetings, joint advocacy strategy session, and develop a joint policy on revision of 22/99 with member involvement. (Nov, Dec 2003)</li> <li>• BKKSI &amp; APEKSI members participate in MOHA workshops regarding revision of PP 24 and annexes (Sept. 2005)</li> </ul>

<b><i>Subobjective 1a: Build the capacity of associations to advocate on behalf of their membership</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Association advocates on behalf of its members	10 of 2 targets met	<ul style="list-style-type: none"> <li>• APEKSI and APKASI present autonomy position statements to Vice President Haz following the Autonomy Expo (October 2001)</li> <li>• APKESI and APKASI present position statements on Law 22 &amp; 25 before Komisi II (March 2002)</li> <li>• APEKSI and APKASI successfully petition to have association representation on the Ministry's "Small Team for Initiating the Revision of Law 22/1999."</li> <li>• APKASI presents position statements on Govt. Reg. No. 34/2002 on forestry use and management before Komisi III public hearing (Nov. 19, 2002)</li> <li>• APEKSI President presents association position on local land use, maritime boundaries and forestry regulations before Ministry Officials (March 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI present joint position on reform of local land use/land affairs with Director General of Law and Regulation of Department of Justice and Human Rights (May 21, 2003). Associations send letter to president on local preparedness to implement local land use authorities (May 23, 2003).</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI conduct joint press conference announcing policy position statement on revision of Law 22/99, and presented policy before Ministry of Home Affairs officials. (Dec. 11 &amp; 19, 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) attend joint public hearing and debate joint policy position statement on revision of Law 22/99, before DPR Special Commission on Revision of 22/99 (June 2004)</li> <li>• APEKSI leadership provides input on revision of PP25/00 to MOHA, and Minister Ma'ruf, and input on land use to National Land Use Board (BPN) and Vice Deputy DPD (April/May 2005)</li> <li>• BKKSI provides input to central government on Law 32/04 element regarding intergovernmental cooperation (May 2005)</li> <li>• BKKSI &amp; APEKSI participate in MOHA workshops regarding revision of PP 24 and annexes (Sept. 2005)</li> </ul>

<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Train and/or assist association in concepts of business plan development, including transparent financial management systems	7 of 3 targets met	<ul style="list-style-type: none"> <li>• Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI, APKASI, APPSI financial staff receive MYOB accounting software training in advance of application of the budgeting/reporting system. (July 2003)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Technical assistance: LOC finance officer conducts training, TA in budget development and accounting/financial systems (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Training: Staff trained in intermediate MYOB accounting/financial reporting (Aug. 2004) (APEKSI)</li> <li>• Technical assistance: Staff and management trained in financial management and reporting requirements for USAID-grantees (June 2005) (APEKSI)</li> <li>• Technical assistance: Staff and management trained in financial management and reporting requirements for USAID-grantees (August – Nov. 2005) (APEKSI, BKKSI).</li> </ul>



<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Train and/or assist association in developing/diversifying/stabilizing sources of revenue	8 of 3 targets met	<ul style="list-style-type: none"> <li>• Workshop: Association Business Plan Development (Sept. 2001) (APKESI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Workshop: Grant and Proposal Writing. (May 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Technical Assistance: Financial Diversification and Sustainability of Associations. (March 2005) (APEKSI, BKKSI)</li> <li>• Technical assistance: Staff and management trained in financial management and reporting requirements for USAID-grantees (August – Nov. 2005) (APEKSI, BKKSI).</li> </ul>
Train and/or assist association in improving marketing capabilities	3 of 3 targets met	<ul style="list-style-type: none"> <li>• Technical assistance: Preparation of membership services flyer distributed to members at BIGG regional conference (Jan/Feb. 2002) (APEKSI, APKASI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for annual transparent budget processes, including identifying and marketing new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Sponsors, Exhibitors, and Marketing for Your Annual Conference (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> </ul>

<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Train and/or assist association in improving internal management and personnel systems	8 of 3 targets met	<ul style="list-style-type: none"> <li>• Working session: Developing association's strategic plan and organizational priorities using the Milestone Index (April 2001) (APEKSI, APKASI, APPSI)</li> <li>• Technical assistance: Finance and budget consultant conducted needs assessment and set forth recommendations for transparent annual budget processes, including identifying improvements in budgeting/reporting systems and new sources of sustainable revenues. (Aug. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD, reporting relationship between ex. dir. and finance officer. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI, APKASI, APPSI financial staff receive MYOB accounting software training in advance of application of the budgeting/reporting system. (July 2003)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Technical assistance: LOC finance officer conducts training, TA in budget development and accounting/financial systems (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Technical assistance: APEKSI leadership retreat (Sept. 2004) (APEKSI)</li> <li>? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004)</li> <li>• Technical assistance: Staff and management trained in financial management and reporting requirements for USAID-grantees (June 2005) (APEKSI)</li> <li>• Technical assistance: Staff and management trained in financial management and reporting requirements for USAID-grantees (August – Nov. 2005) (APEKSI, BKKSI)</li> </ul>

<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Train and/or assist association in defining the roles, responsibilities and authorities of the board, executive director and staff	7 of 3 targets met	<ul style="list-style-type: none"> <li>• Technical assistance: LOC executive director worked with directors on improvements to roles, responsibilities, authorities during 4<sup>th</sup> LOC exchange (March 2002)</li> <li>• Working session: Board and Executive Roles and Responsibilities during 4<sup>th</sup> LOC exchange (March 2002)</li> <li>• Training: Oregon Association of School Board conducts training on improving board and executive roles and responsibilities, and goal setting during 5<sup>th</sup> LOC exchange (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of Board of Directors meetings and association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5<sup>th</sup> LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Position Descriptions and Their Use in Organizational Management (ICMA Annual Conference Study Tour Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Working session: Organizational budget and relationship to work plan development, goal setting, reporting to BOD. (Nov. 2002, Singapore) (APEKSI, APKASI, APPSI)</li> <li>• Association Seminar featuring advocacy, leadership, financial sustainability (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Technical assistance: APEKSI leadership retreat (Sept. 2004) (APEKSI)</li> <li>? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004)</li> <li>? Technical assistance: BKKSI's leadership retreat (May. 2005)</li> </ul>
Association adopts and/or implements one or more transparent financial management systems	2 of 1 target met APKASI 3 of 1 targets met APEKSI	<ul style="list-style-type: none"> <li>• APKASI adopts MYOB accounting/reporting system to improve financial reporting of association financial management (Nov/Dec. 2003)</li> <li>• APEKSI separated two financial management functions (bookkeeping function separated from reporting function). Association prepares and sends quarterly financial report to full Board of Directors. Accounting system switched from manual to electronic/computer. (Nov. 2004)</li> <li>? APEKSI implements voucher system and procurement procedures based on recommendations from consultant. (June 2005)</li> <li>• Staff and management implement series of recommendations re: financial management and reporting requirements for USAID-grantees (August- Nov 2005) (APEKSI, BKKSI)</li> </ul>

<b><i>Subobjective 1b: Develop the organizational management capacity at all levels of the association (board, executive directors, and staff) to promote sustainability</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Association improves its development of diverse and stable sources of revenue	3 of 1 targets met APEKSI 2 of 1 targets met APKASI	<ul style="list-style-type: none"> <li>• APEKSI charges registration fee for attendance at annual membership conference (Aug. 2002)</li> <li>• Association obtains sponsorship and vendor booth fees to subsidize cost of annual member conference (May/Aug. 2002) (APKASI, APEKSI)</li> <li>• APEKSI charges registration fee of 2,000,000 for a 3-day Best Practice Training program for members (October 2003)</li> <li>• APKASI prepares RFP for UNDP funds. (Dec. 2003)</li> <li>? APEKSI, BKCSI consistently charges fees for member training programs (2005)</li> </ul>
Association improves its marketing capacity	1 of 1 target met	<ul style="list-style-type: none"> <li>• Association obtains sponsorship and vendor booth fees to subsidize cost of annual member conference (May/Aug. 2002, August 2003) (APKASI, APEKSI)</li> </ul>
Association improves its internal management and personnel systems	5 of 1 target met APEKSI 4 of 1 target met APKASI	<ul style="list-style-type: none"> <li>• Association develops position descriptions and an internal organizational chart for association secretariat office and staff (Oct. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Association executive directors restructure internal management of professional staff; give authorization for staff to develop and manage programs; staffing levels revised and made appropriate. (4<sup>th</sup> quarter 2002) (APEKSI, APKASI)</li> <li>• APKASI adopts MYOB accounting/reporting system to improve financial reporting of association financial management (Nov/Dec. 2003)</li> <li>• Dec. 8, 2004, APEKSI formally registered as “<i>Notaris</i>” with full independent, legal status as a corporate body under Indonesian civil code.</li> <li>• APEKSI, BKCSI recruit staff through a competitive, professional process with selection based on skills. (May/June 2005).</li> <li>• Staff implement financial management and reporting recommendations for USAID-grantees (August 2005) (APEKSI)</li> </ul>
Association improves understanding and functioning of the roles, responsibilities, and authorities of the board, executive director, and staff	2 targets of 1 APEKSI, 1 target outstanding for APKASI	<ul style="list-style-type: none"> <li>• APEKSI Executive Director gets approval from full membership for restructured Board of Directors and increased roles of the regional offices, in order to obtain more involvement from the leadership and representation from the membership (July 2002 Annual Working Meeting)</li> <li>• APKASI drafts comprehensive Standard Operating Procedures outlining duties, responsibilities, obligations of korwil vis-à-vis secretariat. (June, 2003). APKASI implements SOP (Dec. 2003)</li> <li>• Dec. 8, 2004, APEKSI formally registered as “<i>Notaris</i>” with full independent, legal status as a corporate body under Indonesian civil code.</li> </ul>

<b><i>Subobjective 1c: Improve two-way communication between associations and their members</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Train and/or assist the association in increasing membership involvement/input/participation	10 of 4 targets met	<ul style="list-style-type: none"> <li>• Training: Using the Media &amp; Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Executive directors and board members trained in the role of association legislative committees, including processes for obtaining membership involvement and consensus on policy positions during 5th LOC exchange. (Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> <li>• Workshop: The Policy Process in Associations: How the membership and staff work together to develop and represent policy positions. (June. 2003) (APEKSI, APKASI, APPSI, ADEKSI, ADKASI)</li> <li>• Working session: improving the computer and communication networks (June 2003) (APEKSI, APKASI, APPSI)</li> <li>• LGA Management Internship: APEKSI Director trained in LGA advocacy, member services, management and operations. (July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial management processes (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> <li>• Member workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004)</li> <li>• Technical assistance: Staff and member training in public policy analysis for advocacy platform development and improved local government policy setting. (Nov. 2005) (APEKSI, BKKSI).</li> </ul>

<b><i>Subobjective 1c: Improve two-way communication between associations and their members</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Train and/or assist the association in increasing/improving its membership communications methods	10 of 4 targets met	<ul style="list-style-type: none"> <li>• Training: Using the Media &amp; Other Methods for Reaching Your Members (July 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training: How to Write Press Releases (Sept. 2001) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Association Newsletter Development (Nov. 2001, Jan. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Web site development (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Staff trained in Access software and membership databases creation/management (Jan-May 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training: Journalistic Writing Skills Development for staff (August 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> <li>• Working session: improving the computer and communication networks (June 2003) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> <li>? Technical assistance: Review and make recommendations for improving APKASI's draft revised constitution and by-laws (Oct./Nov. 2004)</li> </ul>
Train and/or assist the association in recognizing excellence in local government management and leadership	6 of 4 targets met	<ul style="list-style-type: none"> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: India Best Practices Symposium and Documentation Study Tour (Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Technical Assistance: APEKSI, APKASI, APPSI Best Practice documentation (April, May, June, July 2003)</li> <li>• Association Seminar featuring advocacy, leadership, financial management processes (Nov. 2003) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• Financial and technical assistance: APEKSI conducts kick-off meeting for membership Public Service Award program (March 2005)</li> <li>? Technical assistance: Recommendations for organizing and managing APEKSI's Public Service Award Program (May 2005)</li> <li>• Financial assistance: Publication of 3<sup>rd</sup> Annual Member Best Practices (Sept. 2005) (APEKSI)</li> </ul>

<b><i>Subobjective 1c: Improve two-way communication between associations and their members</i></b>		
<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Association increases/improves membership involvement and participation	4 of 1 target met APEKSI 3 of 1 targets met APKASI	<ul style="list-style-type: none"> <li>• APKASI enhances and deepens membership involvement with outreach and socialization meetings with sekda and bappeda (Jan. 2003)</li> <li>• Training &amp; technical assistance by association staff for member uses of Komwil/Korwil Computer Communications Program. (Dec. 2002 –March 2003) (APEKSI, APKASI)</li> <li>• Member workshop: Analysis of Law 32/2004: Impacts on Local Governments (Nov. 2004) (APEKSI, APKASI, ADEKSI, ADKASI)</li> <li>• APEKSI distributes and compiles results of membership survey on local government key issues (March 2005).</li> <li>• Publication and dissemination of 3<sup>rd</sup> Annual Member Best Practices (Sept. 2005) (APEKSI)</li> </ul>
Association increases/improves its membership communications methods	5 of 3 targets met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI developed and distributed first membership newsletters (Dec./Jan. 2002)</li> <li>• APEKSI, APKASI web site content and layout improved (April/June 2002)</li> <li>• APEKSI, APKASI, APPSI improved and/or initiated membership database for dissemination and advocacy purposes (May-June 2002)</li> <li>• APEKSI, APKASI provide training &amp; technical assistance to regional members on use of Komwil/Korwil Computer Communications Program. (Feb. –March 2003)</li> <li>• APKASI uses korwil computer network to distribute PP 8 &amp; 9/2003 and provide assistance and additional resources on application of new regulations.</li> <li>• APEKSI web site content and layout improved (Nov. 2004)</li> <li>• Publication and dissemination of 3<sup>rd</sup> Annual Member Best Practices (Sept. 2005) (APEKSI)</li> </ul>
Association increases/improves programs that recognize excellence in local government management and leadership	5 of 1 target met	<ul style="list-style-type: none"> <li>• APEKSI, APKASI, APPSI initiate best practice documentation programs for their members (March 2003)</li> <li>• APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>• APKASI distributes its 1<sup>st</sup> annual Member Best Practices brochure during their annual meeting and socializes its BP program with the local government community at large (i.e., PERFORM training) (August, October 2003)</li> <li>• APEKSI, APKASI, ADEKSI, ADKASI (Association Forum) mobilize membership as spokespersons for radio talk show series on Regional Autonomy. (May, June 2004)</li> <li>• APEKSI conducts kick-off meeting for membership Public Service Award program (March 2005)</li> <li>• Publication and dissemination of 3<sup>rd</sup> Annual Member Best Practices (Sept. 2005) (APEKSI)</li> </ul>

***Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Train and/or assist the association in preparing an annual member meeting that includes training opportunities for local government officials	4 of 3 targets met	<ul style="list-style-type: none"> <li>• Workshop: Conference Planning and Design, including methods of ensuring that professional development sessions are based on member input and needs. (ICMA study tour Sept. 2002) (APEKSI, APKASI, APPSI)</li> <li>• Direct technical assistance: improving annual conference content (June 2003) (APEKSI, APKASI, APPSI)</li> <li>• APEKSI and APKASI leadership participate in ICMA annual conference and receive orientation training on role of professional development/training by LGAs (September 2003)</li> <li>• Technical Assistance: Agenda and content development for Newly-Elected Officials Workshop (Aug. 2005) (APEKSI)</li> </ul>
Train and/or assist the association in preparing orientation programs/materials for newly-appointed or elected government officials	3 of 3 targets met APEKSI, APKASI	<ul style="list-style-type: none"> <li>• Staff training: Orientation on conducting Newly-Elected Officials Training for Association Members (Oct. 2004) (APEKSI, APKASI)</li> <li>• Technical assistance: Development of agenda and program for Newly-Elected Officials Training (May 2005) (APEKSI, BKKSI)</li> <li>• Technical Assistance: Agenda and content development for Newly-Elected Officials Workshop (Aug. 2005) (APEKSI)</li> </ul>
Train and/or assist the association in the development and dissemination of local government management best practices	5 of 3 targets met	<ul style="list-style-type: none"> <li>• Training &amp; Technical Assistance: Best Practices/Ideas in Action (April 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: CMAG exchange on Best Practices Programs for associations (June 2002) (APEKSI, APKASI, APPSI)</li> <li>• Training &amp; Technical Assistance: India Best Practices Symposium and Documentation Study Tour (Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Technical Assistance: APEKSI, APKASI, APPSI Best Practice documentation (April, May, June, July 2003)</li> <li>• APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>• APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e. PERFORM training) (August, October 2003)</li> <li>• Provide financial and technical support to APEKSI, APKASI staff for site assessments of member local governments to document next in series of best practice cases. (Oct., Nov., Dec. 2004; January 2005)</li> <li>• Financial Assistance: Publication of Member Best Practices (Aug. 2005) (APEKSI)</li> </ul>



***Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Train and/or assist the association in serving as a liaison for local government technical assistance resources	4 of 3 targets met	<ul style="list-style-type: none"> <li>• Local Government Budget and Finance Internships institutionalize the association's capacity in delivery of technical assistance and in serving as liaison for members (March 2002-Feb. 2003) (APEKSI, APKASI, APPSI)</li> <li>• Presentation &amp; Dialogue: Principles of Funding Formulas (August 2002) (APEKSI, APKASI, APPSI)</li> <li>• APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e. PERFORM training) (August, October 2003)</li> <li>• Provide financial support to APEKSI staff's participation/facilitation in continued Best Practice Transfer Program between Balikpapan and Jambi staff (Oct. 2004)</li> <li>• Financial Assistance: Publication of Member Best Practices (Aug. 2005) (APEKSI)</li> </ul>
Association conducts training opportunities for local government officials/members	2 targets met APKASI 4 targets met APEKSI	<ul style="list-style-type: none"> <li>• APEKSI conducts technical meeting for sekda, bappeda, department heads (Bogor May 2003)</li> <li>• APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>• APKASI provides training for members "Accounting and Performance Reporting of Local Government Finance (13 week-long training events Aug. 2002 June 2004)</li> <li>• APEKSI conducts a 1 ½ day member training "Estimating and Generating Local Revenue" (April 2004, 60 participants)</li> <li>• APEKSI conducts 1 ½ day member training "Budget Planning Process" (Oct. 2004, 10 participants)</li> <li>• BKKSI conduct member training "Performance Based Budgeting". (July 2005)</li> <li>• Member workshop "Public Relations in Local Government" (Aug. 2005) (APEKSI)</li> </ul>
Association assists newly-appointed or elected government officials in understanding their roles and responsibilities	1 target met	<ul style="list-style-type: none"> <li>• Technical assistance: APEKSI leadership retreat (Sept. 2004)</li> <li>• Technical assistance: BKKSI leadership retreat (May 2005)</li> </ul>

***Subobjective 1d: Strengthen association service delivery to their membership in order to improve local government service delivery***

<b>Indicator</b>	<b>Target and Status</b>	<b>Progress through December 31, 2005</b>
Association develops and disseminates local government management best practices	2 of 1 target met	<ul style="list-style-type: none"> <li>•Associations publish local government success stories in newsletters (APEKSI, APKASI, APPSI 2002)</li> <li>•APEKSI conducts a 3-day Best Practice Training and site visit program for members and announces its transfer program for 2004 (October 2003)</li> <li>•APKASI and APEKSI distribute 1st annual Member Best Practices brochure during their annual meeting. APKASI socializes its BP program with the local government community at large (i.e., PERFORM public participation training) (August, October 2003)</li> <li>•Provide financial support for APEKSI staff's participation/facilitation in continued Best Practice Transfer Program between Balikpapan and Jambi staff (Oct. 2004)</li> <li>• Dissemination and Publication of Member Best Practices (Aug. 2005) (APEKSI)</li> </ul>
Association serves as a liaison for local government technical assistance resources	3 of 1 target met APEKSI 2 of 1 target met APKASI	<ul style="list-style-type: none"> <li>•APKASI responds to request from members on PP 8 &amp;9/2003 through computer dissemination of regulations including additional resource sites to answer questions on impact on members. (Mar. 2003)</li> <li>•APEKSI conducts a 3-day Best Practice Training and Bogor site visit program for members. (October 2003)</li> <li>•APKASI socializes its BP program with the local government community at large (i.e., PERFORM public participation training) (October 2003)</li> <li>•APEKSI staff participates/facilitates continued Best Practice Transfer Program between Balikpapan and Jambi staff (Oct. 2004)</li> <li>• Dissemination and Publication of Member Best Practices with contact information (Aug. 2005) (APEKSI)</li> </ul>

## **Annex 2: Deliverables and Other Information Submitted**

## Deliverables and Other Information Submitted

<b>Title</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 1 January - 9 February 2004.	February 10, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 11 February - 24 March 2004	March, 25, 2004	hard copy
USAID Quarterly Report for the period January 1, 2004 - March 31, 2004	April 30, 2004	email and hard copy
USAID 6-month Work plan for the period April 1, 2004 - September 30, 2004	April 30, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 25 March - 9 May 2004	May 10, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of 10 March - June 7, 2004	June 8, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of June 8 - July 7, 2004	July 8, 2004	hard copy
USAID Quarterly Report for the period April 1, 2004 - June 30, 2004	July 31, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of July 1, 2004 – August 31, 2004	Sept.1, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of September 1, 2004 – October 6, 2004	Oct. 7, 2004	hard copy
USAID Quarterly Report for the period July 1, 2004 - Sept. 30, 2004	Oct. 31, 2004	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of October 7, 2004 – October 28, 2004	Oct. 29, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of October 28, 2004 – December 1, 2004	Dec. 2, 2004	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of December 1, 2004 – January 26, 2005	Jan. 27, 2005	hard copy
USAID Quarterly Report for the period Oct. 1, 2004 – Dec. 31, 2004	Jan. 31, 2005	email and hard copy
USAID Quarterly Report for the period January 1, 2005 – April 30, 2005	April, 30, 2005	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of January 27, 2005 – May 1, 2005	May 2, 2005	hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of May 2, 2005 – June 14, 2005	June 15, 2005	hard copy

<b>Title</b>	<b>Date Submitted to USAID</b>	<b>Format</b>
USAID Quarterly Report for the period April 1, 2005 – June 30, 2005	July, 31, 2005	email and hard copy
BIGG/LGSPP Activity Reports and Highlights Packet for the period of June 15, 2005 – September 20, 2005	September 20, 2005	hard copy
USAID Quarterly Report for the period July 1, 2005 – September 30, 2005	October, 31, 2005	email and hard copy
<b>Financial Management Report – APEKSI</b>	<b>January 26, 2005</b>	<b>Email</b>
<b>Financial Management Report – BKCSI</b>	<b>January 26, 2005</b>	<b>Email</b>
<b>Final Report to Associations (APEKSI / ADEKSI)</b>	<b>January 26, 2005</b>	<b>Email</b>
<b>USAID Final Report at December 31, 2005</b>	<b>January 31, 2005</b>	<b>Email and hard copy</b>

## Annex 3: Abbreviations and Terminology

ADEKSI	<i>Asosiasi Dewan Kota Seluruh Indonesia</i> (Association of Indonesian City [Kota] Councils)
AMMAC	Association of Mexican Municipalities
APEKSI	<i>Asosiasi Pemerintah Kota Seluruh Indonesia</i> (Association of Indonesian Municipalities)
APKASI	<i>Asosiasi Pemerintah Kabupaten Seluruh Indonesia</i> (Association of Indonesian Regencies)
APPSI	<i>Asosiasi Pemerintah Propinsi Seluruh Indonesia</i> (Association of Indonesian Provinces)
BAPPEDA	<i>Badan Perencanaan dan Pembangunan Daerah</i> (local department for planning and development)
BIGG	Building Institutions for Good Governance
BUILD	Breakthrough Urban Initiatives for Local Development
CIDA	Canadian International Development Agency
CLGI	Center for Local Government Innovation
DPOD	<i>Dewan Pertimbangan Otonomi Daerah</i> (Regional Autonomy Advisory Board – national level)
DPRD	<i>Dewan Perwakilan Rakyat Daerah</i> (legislative body at the local government level)
DPR-RI	<i>Dewan Perwakilan Rakyat – Republik Indonesia</i> (legislative body at the national level)
GIS	Geographic Information System
GTZ	<i>Gesellschaft für Technische Zusammenarbeit</i> (German Technical Cooperation Agency)
ICMA	International City/County Management Association
IFES	International Foundation for Election Systems
IR	Intermediate Result
IRDA	Indonesia Rapid Decentralization Assessment
Komisi II	Commission Two of the DPR-RI
LGSP	Local Government Support and Partnership Program
LOC	League of Oregon Cities
M&E	Monitoring and Evaluation
MOU	Memorandum of Understanding
NDI	National Democratic Institute
TBD	To be determined
TNC	The Nature Conservancy
UNDP	United Nations Development Program
USAID	United States Agency for International Development
VNG	<i>Vereniging van Nederlandse Gemeenten</i> (Netherlands Association of Municipalities)
Yayasan Otda	Local Government Center implemented by Chemonics/Urban Institute

## **Annex 4: Financial Information**